

Message Text

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ACTION TRSE-00

INFO OCT-01 EA-06 ISO-00 L-02 H-02 PA-01 PRS-01 USIA-06

SP-02 AID-05 EB-07 NSC-05 CIEP-01 SS-15 STR-04 OMB-01

CEA-01 CIAE-00 COME-00 FRB-03 INR-07 NSAE-00 XMB-02

OPIC-03 LAB-04 SIL-01 NEA-09 IO-10 /099 W

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FM AMEMBASSY MANILA

TO SECSTATE WASHDC PRIORITY 3370

C O N F I D E N T I A L MANILA 6536

USADB

PASS TREASURY FOR ZINMAN

E. O. 11652: GDS

TAGS: EAID, EFIN

SUBJECT: REORGANIZATION OF ADB PERSONNEL DIVISION

1. BANK DOC. EX/R2-75 "ORGANIZATION OF THE PERSONNEL DIVISION" CIRCULATED TO BOARD MAY 7; POUCHED MAY 14; SCHEDULED FOR BOARD CONSIDERATION MAY 27.

2. DOCUMENT IS BANK RESPONSE TO RECOMMENDATIONS MADE BY BOOZN ALLEN AND HAMILTON REGARDING PERSONNEL DIVISION IN RECENTLY COMPLETED STUDY ON BANK SALARY STRUCTURE, TOTAL COMPENSATION, PERSONNEL MANAGEMENT PRACTICES AND PROCEDURES ETC. ADDITIONAL BANK DOCUMENT CIRCULATED SAME DATE ON PROPOSED PROFESSIONAL SALARY STRUCTURE RESULTING FROM BOOZ ALLEN STUDY TO BE REPORTED SEPTEL. BANK RESPONSE TO OTHER TOPICS OF STUDY, E.G. OTHER ASPECTS OF SALARY STRUCTURE, HOUSING ALLOWANCE, TO BE CIRCULATED IN DUE COURSE AS OUTLINED IN BANK DOC. EX/WORKING PAPER 1-75 POUCHED MAY 14.

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3. REGARDING ADB PERSONNEL DIVISION, BOOZ ALLEN RECOMMENDED FOLLOWING: (A) APPOINTMENT OF CHIEF PERSONNEL OFFICER AT DEPUTY DIRECTOR LEVEL TO LEAD PERSONNEL DIVISION; (B) APPOINTMENT OF TWO ASSISTANT DIRECTORS OF ADMINISTRATION TO ASSIST CHIEF PERSONNEL OFFICER, ONE OF WHICH TO FOCUS EXCLUSIVELY ON RECRUITMENT; (C) CREATION OF PERSONNEL MANAGEMENT ADVISORY COMMITTEE CONSISTING OF PROFESSIONAL STAFF MEMBERS AT VARIOUS LEVELS; (D) REORGANIZATION OF PERSONNEL DIVISION ALONG FUNCTIONAL LINES WITH SECTIONS HAVING RESPONSIBILITY FOR SPECIFIED FUNCTIONS FOR ALL CATEGORIES OF STAFF; (E) APPOINTMENT OF DEPUTY DIRECTOR OF ADMINISTRATION TO HEAD NEWLY CREATED BUDGET OFFICE AND SPECIAL PROJECTS DIVISION.

4. BANK PAPER RECOGNIZES NEED TO STRENGTHEN NOT ONLY PERSONNEL DIVISION OF ADMINISTRATION DEPARTMENT BUT BUDGET AND PLANNING DIVISION AS WELL. BOOZ ALLEN RECOMMENDATIONS EXCESSIVE GIVEN PRESENT SIZE OF PROFESSIONAL STAFF; NOTES THAT STAFF ASSOCIATION IN PROCESS OF FORMATION WHICH MAY OBIVATE NEED FOR ADVISORY COMMITTEE. HENCE BANK RECOMMENDS THAT PERSONNEL RECRUITMENT AND MANAGEMENT BE HEADED BY ASSISTANT DIRECTOR OF ADMINISTRATION (RATHER THAN DEPUTY DIRECTOR) AND THAT NO ADDITIONAL DEPUTY DIRECTOR BE ADDED TO ADMINISTRATION DEPARTMENT STRUCTURE. HOWEVER, ONE OF THE EXISTING DEPUTY DIRECTORS WILL ASSUME FULL TIME RESPONSIBILITIES FOR ALL ASPECTS PERSONNEL MANAGEMENT AND RECRUITING, MOVING BUDGET AND PLANNING OUTSIDE HIS AREA OF RESPONSIBILITY. LATTER FUNCTION TO BE HEADED BY ASSISTANT DIRECTOR OF ADMINISTRATION (WHO IS CURRENTLY RESPONSIBLE FOR PERSONNEL MANAGEMENT) REPORTING DIRECTLY TO DIRECTOR OF ADMINISTRATION. PERSONNEL MANAGEMENT AND RECRUITMENT TO BE REORGANIZED ON FUNCTIONAL LINES. PROPOSAL REQUIRES ADDITION OF THREE PROFESSIONAL STAFF IN ADMINISTRATION DEPARTMENT -- ASSISTANT DIRECTOR OF ADMINISTRATION (PERSONNEL) AND TWO SECTION CHIEFS.

5. BANK PROPOSAL IS BASICALLY SOUND. PAPER RECOGNIZES CONFIDENTIAL

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IMPORTANCE OF PERSONNEL MANAGEMENT AND RECRUITMENT. PROPOSED ADDITIONS TO ADMINISTRATION DEPARTMENT REASONABLE AND PRUDENT IN LIGHT OF BANK SIZE.

6. KEY TO PROPOSAL, HOWEVER, IS ASSISTANT DIRECTOR FOR ADMINISTRATION IN CHARGE OF RECRUITMENT AND PERSONNEL MANAGEMENT FOR WHOM BANK MUST IMMEDIATELY BEGIN SEARCH, PRESENTLY WITH ASSISTANCE FROM BOOZ, ALLEN. BOOZ

ALLEN STUDY CONCLUDED, BASICALLY, THAT PROBLEMS IN ADMINISTRATION DEPARTMENT RANGING FROM SALARY STRUCTURE TO RECRUITMENT, RETENTION, AND DEVELOPMENT OF PROFESSIONAL STAFF STEM FROM EMBARRASSING ABSENCE IN DEPARTMENT OF TRULY QUALIFIED, EXPERIENCED OFFICERS. DIRECTORS OF ADMINISTRATION INVARIABLY HAVE NO PREVIOUS EXPERIENCE IN PERSONNEL MATTERS; NEITHER DEPUTY DIRECTOR EXPERIENCED PREVIOUSLY IN THIS FIELD. ONLY ONE JUNIOR OFFICER IN PERSONNEL DIVISION HAS PREVIOUSLY WORKED IN FIELD AND IS QUALIFIED OFFICER; HENCE OVERWHELMING IMPORTANCE OF QUALIFIED ASSISTANT DIRECTOR TO BE RECRUITED FOR POSITION BY BANK.

UM IN RECOGNITION ABOVE FACT, USADB GREATLY CONCERNED THAT PROPOSED STRUCTURE IN PAPER MAY BE COUNTERPRODUCTIVE SINCE (A) NEW ASSISTANT DIRECTOR IN CHARGE OF PERSONNEL MUST REPORT THROUGH DEPUTY DIRECTOR AND (B) DEPUTY DIRECTOR IN QUESTION, WHO HAS BEEN RESPONSIBLE FOR PERSONNEL MATTERS SINCE BANK'S INCEPTION, CONSIDERED A MAJOR REASON FOR POOR BANK PERFORMANCE IN PERSONNEL FIELD. PRESIDENT INOUE RECOGNIZES DIFFICULTY AND HAS GIVEN CONFIDENTIAL ASSURANCES THAT NEW ASSISTANT DIRECTOR WILL, IN FACT, REPORT DIRECTLY TO DIRECTOR OF ADMINISTRATION.

8. USADB PREPARED TO ACCEPT BANK PROPOSAL BUT ONLY WITH INOUE ASSURANCE WHICH SEEMS MINIMUM CONDITION IN VIEW OF DIFFICULTY. RECOMMEND APPROVAL, SUBJECT TO THIS CONDITION.
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